

GOVERNOR'S TASK FORCE

ON

CORRECTIONAL INDUSTRIES

SEPTEMBER 1, 1971

Report on the Status of Recommendations

One Year After Final Report

Malcolm D. Smith, Chairman
Honeywell Information Systems

Purpose

To provide a plan, recommend action, and assist in the implementation of an Educational-Vocation-Industrial program for the habilitation of inmates.

Definition of Purpose

1. To prepare the individual to compete successfully in the job market.
2. To collect commitments from labor, industry, educational institutions, and governmental and private agencies to aid and assist in the program.
3. To assist in educating the public, that public support is the key to habilitating inmates.

KEY RECOMMENDATIONS

KEY RECOMMENDATIONS

I. Reception Center¹

- A. That a Reception Center² be created which will have the authority to set and implement goals and a program for each individual inmate. This would be the first step in the "pipeline" approach as set forth in this report.³

II. Institutions and Programs¹

- A. That all correctional institutions be conceived as a treatment unit with the individual institutions as components in which different programs are supplied.
- B. That assignment to individual institutions is based on the program most suitable to the needs of the individual inmate.
- C. That programs are conceived as not being housed inside any institution -- i. e. programs may include pre-release, work, vocational, or education release.

III. Education and Career Training

- A. That an Education Associate should be chosen jointly by the Department of Correction and the Board of Regional Community Colleges.⁴
- B. That under the jurisdiction of a community college (to be selected by the Board of Regional Community Colleges), a complete educational system be arranged for both inmates and correctional personnel.
- C. That assignment of the educational staff would be under the joint jurisdiction of the community college chosen and the Department of Correction.

IV. Career Fields

- A. That a Revolving Fund be the basic financial support of the industrial and vocational training program.⁵
- B. That present industries with rehabilitative value should be recast as follows, in line with the "pipeline" approach:
 - 1. Production should be on a job-shop basis with emphasis on skill-training.
 - 2. Expand apprenticeship programs.

¹ Subject to security and legal requirements.

² Refer to page 35.

Key Recommendations

- C. That new relevant industries be created with funds generated from the Revolving Fund, or from any other source.
- D. That industries with little or no rehabilitative value be either phased out or used only as production shops.
- E. That plant maintenance be used for skill training where possible-- i. e. chef, electrician, floor covering, etc.

V. Off-Site Operations

- A. That work release programs be expanded.
- B. That vocational and educational release programs be implemented.
- C. That a pre-release program be implemented.

VI. Supportive Services

- A. That full use be made of governmental, non-profit private and volunteer agencies with similar goals.
- B. That a committee be formed of department heads and officials in the above named groups to assist in the implementation of the supportive services.

VII. Review and Evaluation

- A. That a continuing review and evaluation system be established and implemented to assure the success and improvement of the total program.

TASK FORCE PERSONNEL

GOVERNOR'S TASK FORCE ON CORRECTIONAL INDUSTRIES

Task Force Chairman

Malcolm D. Smith
Staff Advisor
Honeywell Electronic Data Processing
60 Walnut Street
Wellesley Hills, Massachusetts 02181

Sub-Task Force Chairmen

Education: Dr. Ronald B. Jackson
Associate Director
Mass. Advisory Council on Education
182 Tremont Street - 13th Floor
Boston, Massachusetts
(727-5056)

Skill Training: Charles W. Jiggetts
Department of Health, Education & Welfare
John F. Kennedy Building, Room 1401C
Boston, Massachusetts 02203
(223-6397)

Career Fields: Daniel Casale
Division of Employment Security
51 Myrtle Street
Worcester, Massachusetts
(757-3813)

Committee Members

Dr. Alan Breitbart
58 Vine Street
Wrentham, Massachusetts 02093
(384-2725)

Lee H. Brow
Mass. Chamber of Commerce
126 State Street
Boston, Massachusetts 02109
(523-4926)

Governor's Task Force on Correctional Industries

Eugene Caldwell
The Commonwealth of Massachusetts
Department of Correction
100 Cambridge Street
Boston, Massachusetts 02202
(727-3314)

David Dayton
Director
Technical Development Corporation
119 Great Road
Bedford, Massachusetts 01730
(275-9320)

O'Ray Edwards
Division of Employment Security
Cambridge & Staniford Streets
Boston, Massachusetts 02114
(727-6370)

Commissioner John Fitzpatrick
Department of Correction
The Commonwealth of Massachusetts
100 Cambridge Street
Boston, Massachusetts 02202

George Fosque
Governor's Committee on
Law Enforcement
80 Boylston Street
Boston, Massachusetts 02116
(727-5497)

Jack Hudnall
President
Bristol Community College
64 Durfee Street
Fall River, Massachusetts 02720

Ghernot L. Knox
Department of Education
Vocational Bureau
182 Tremont Street
Boston, Massachusetts 02111
(727-5730)

Governor's Task Force on Correctional Industries

James Loughlin
Secretary-Treasurer
Mass. State Labor Council, AFL-CIO
6 Beacon Street
Boston, Massachusetts 02108.
(227-8260)

Alexander MacMillan
Governor's Office
State House
Boston, Massachusetts 02133
(727-2094)

Rev. Sidney Menk
402 Front Street
Weymouth, Massachusetts 02188

James O'Brien, Consultant
Mass. Department of Labor & Industry
Division of Apprentice Training
100 Cambridge Street
Boston, Massachusetts 02202
(727-3494)

Mrs. John Speigel (Babette)
10 Channing Place
Cambridge, Massachusetts 02138

Miss Lois Stryker
Division of Employment Security
408 South Huntington Avenue
Jamaica Plain, Massachusetts 02130
(522-4500)

Lawrence Sullivan
Executive Secretary Treasurer
Greater Boston Labor Council, AFL-CIO
44 Bromfield Street
Boston, Massachusetts 02168
(482-6483)

Allen Toothaker
Department of Community Affairs
120 Boylston Street
Boston, Massachusetts 02116
(727-4090)

SUMMARY OF RECOMMENDATIONS

EDUCATION

RECOMMENDATIONS

The recommendations listed below are divided into sections dealing with similar problem areas. This list is the distillation of the ideas and concepts that have been discussed freely by the sub-committee on education of this Task Force.

Major Planning for Education

1. That all necessary measures be taken to make education a major program thrust of Massachusetts correctional institutions by 1973.

2. That the state regional community college system immediately be requested to assist in planning, programming and evaluating educational programs and become an active collaborator with the correctional institutions in actually conducting educational operations.

3. That Bristol Community College become the contract institution and move immediately to expand when appropriate present programs and develop new programs. Twenty-five thousand dollars should be requested as a budget item from the legislature to assist Bristol Community College in making an inventory of resources, develop an educational plan, supply consultant services and establish pilot programs.

4. That an education associate position be established immediately to coordinate activities and provide educational leadership under the supervision of the Commissioner of Correction.

5. That strong support be given by all interested agencies and groups to the development of legislation for a program of education release.

6. That the Governor request those in leadership positions in the Department, and in other allied public and private agencies to join with him and members of the legislature for a one day seminar on the educational needs of correctional institutions through a presentation of this report.

7. That the pipeline concept, which is developed elsewhere in this report, be the model followed in organizing education programs.

Programs

1. That each inmate be processed through a reception center which is prepared to plan an educational program with his assistance.

2. That education programs for groups or individuals be mission-oriented and altered when need arises.

3. That institutions develop different programs and inmates be assigned to institutions on the basis of educational program capability within security considerations.

4. That programs be conducted twelve months a year, five and one-half days a week.
5. That the education associate establish the criteria for full-time or part-time student status and this criterion be used in the annual report of the Commissioner of Correction.
6. That industrial programs which have education (including therapeutic) merit and/or high rehabilitative value should be reclassified as education programs.
7. That a large-scale vocational education program be started with funds from federal vocational education sources earmarked for the disadvantaged. (A proposal has already been prepared and funded.)
8. That employment selection, training, and financing of the educational staff would be under the jurisdiction of the community college selected with the collaboration of the Department of Correction.
9. That persons under civil service presently teaching not be affected by the new staffing provisions. These persons, however, may transfer voluntarily to the Community College faculty.
10. That education and educational programs should be broadly defined. Debating, creative writing, club activities, keeping a diary, certain kinds of maintenance work and vocational activities, etc., should receive rewards and be given some amount of formal credit depending upon effort, what is learned and the needs of the inmate.
11. That an elaborate system of incorporating many rewards for educational achievement should be established by each institution, the Department of Correction, the State Department of Education and other public and private agencies, i. e. graduation ceremonies at several levels and several times per year, "good time" and sentence shortening, certificates and awards, etc. This would require legislative reform.
12. That the same programs are to be open to correctional officers.
13. That consideration of minority needs must be programmed by the education team.
14. That experimental and innovative courses and programs should be encouraged when the proper objectives, evaluative instruments, and funding are established.
15. That full range and variety of media should be available for use with inmates; in particular, closed circuit TV.
16. That courses up to and including the community college level should be coordinated. Course work should be viewed within a general educational program context as well as within a comprehensive treatment context.

STATUS

OF

TASK FORCE RECOMMENDATION

EDUCATION

Major Planning for Education

1. This is an important thrust of the Department's planning and has been its first priority in seeking Federal funding. More support is needed from the Legislature. The recent increases in institutional populations tend to overwhelm all improvements designed for limited enrollment. Community corrections centers, education release, expanded work release, and an adequate budget specified for training have all been requested from the Legislature but not yet granted.
2. The regional community college system is now planning, programming, and evaluating educational programs in collaboration with the Department. Through Bristol Community College (see Item 3), it is also conducting programs.
3. Bristol has become the contract institution and has begun the program under Federal funding. Additional requests for money have been submitted with their budget to the Legislature.
4. Herschel Thomas, the director of VocEd programs for Bristol, is essentially filling the job of education associate, although not exactly as envisioned by the Task Force.
5. Several agencies have given their strong support to this recommendation, and several schools have offered their facilities and time to implement it. Legislation has been introduced this year and is given a better than average chance of passing, at least as it relates to the Forestry Camps.
6. This will be left to the Task Force to implement; the Department of Correction would be willing to cooperate.
7. The pipeline concept is now being followed in correctional programming. Additional resources are needed to implement it fully, but the structure has been developed.

Programs

1. This refers primarily to Concord, Walpole, Norfolk, and Framingham, where the concept is indeed implemented. A separate center has not been constructed, however, and is not planned. The GATB is being given or is soon to be given to every incoming inmate, and the institutions maintain a cooperative classification board arrangement which serves the reception center function. Planning an optimum program with each inmate is still an imperfect process, limited primarily by a paucity of training alternatives and a lack of case managers to take on each individual and follow through.

2. New programs definitely meet this philosophy. Old programs can be adapted somewhat as new resources become available. Many more flexible, employment-related training programs are needed.
3. Some transfers are now being made among institutions based on educational requirements. The full-scale implementation of this within necessary security requirements will not be possible until the VocEd building is completed at Walpole. There is participation on classification boards from other institutions to facilitate the process based on knowledge of programs elsewhere. Some men are now being transferred directly from the incoming classification board to Forestry Camps where vocational training programs are being more rapidly expanded.
4. Framingham is conducting programs on a full-time, twelve-month basis. Other institutions have special programs during the summer this year, Federally funded through LEAA and ABE to make this possible. The Department is now planning for new teachers to be hired on the basis of working during the summer and taking time off other times during the year so that the staff will be complementary over a twelve-month period. (This will be decided on June 23rd by the Planning Committee.) Bristol will conduct its training courses on a full-time, twelve-month basis. At MCI-Concord a two-platoon system, initiated in response to overcrowding, makes full-time education impossible. When shops can be modernized and coordinated with education, there will be good reason to continue the Concord example, with work experience one half-day complementing its instruction during the other half.
5. This recommendation has been implemented. The annual report of the Commissioner shows the number of students enrolled, the number of completions, the average enrollment, and the number of hours they attend per week. (The Commissioner's report will include only a summary of this information which is available in full in the Supervisor of Education's report.)
6. Has not been formally done. This is complicated by the desirability of assigning inmates to certain "shops" where they can be on full-time assignment not subject to interruption. The benefits of calling certain shops educational programs may be less than the benefits to the inmates of being able to be assigned there.
7. This has been funded and the program begun. Initial funding went primarily into establishing a structure (administration, counseling) within which the training could take place, and subsequent funding will go directly into training programs. There is some hope that this budget may be increased by additional monies from possibly other categories, which would have immediate and direct benefit. The Department is planning to put eventually all vocational training programs under this single super-structure to maximize its effectiveness and minimize overhead costs per unit.
8. Has been accomplished.

9. Civil Service personnel have not been affected, and theoretically may be able to transfer to the community college faculty; however this is likely to be some time in the future.
10. This will require additional staff to be accomplished. It has proven to be a complex job to certify the accomplishment of different people in varying activities, but the Department endorses the recommendation.
11. The Department is attempting to maximize certification, but any substantive changes in parole granting or shortening of sentences will require considerably more work at the legislative level.
12. With existing programs having limits as to enrollment, the feeling of the Supervisor of Education has been that the inmates should be first served. Some special programs could possibly be funded which would be designed from the start to include officers with the inmates. Some programs, for example a few run by TDC, have included officers on a part-time paid basis in vocational discussion groups. In addition, LEAA funds a large number of officer training courses which hundreds of officers have taken advantage of over the past few years. A new "Manpower Development" program by the Joint Correctional Planning Commission will provide further special training to corrections, parole, and probation officers. In cases where the enrollment is such that inmates would not be excluded by the inclusion of officers, there may be opportunities to meet this recommendation, and that possibility will be kept open. An example may be college-level LEEP-funded courses run by Bristol, open to off-duty officers when unfilled.
13. There are black cultural programs at every institution. There is an Elma Lewis School program at Norfolk, serving over 100 inmates. ABE pays for a Spanish-speaking teacher at MCI-Norfolk, and state funds pay for a Spanish-speaking counselor working with the classification board at Walpole and spending some time at Norfolk. A volunteer teacher of Spanish-speaking people comes in to Bridgewater twelve hours a week currently. A reading laboratory has been established at MCI-Concord, and special assistance is given at MCI-Walpole for Spanish-speaking people working on their English. OIC has come in to MCI-Norfolk to establish a Federally-funded "feeder" program which would prepare black inmates for entrance into OIC job training, referral, placement, and follow-up programs in the community after release.
14. A number of new programs has been developed during this year with the characteristics suggested in this recommendation.
15. The reading laboratory at Concord represents the first step in what is hoped to be an expanding ABE support of such laboratories in other institutions. In the fall of 1972 there will be a connection made with the University of

Massachusetts in Boston which will include individual learning carrels. These will plug in to audio-visual tapes at Boston. The University will provide for the phone links and all other costs associated with the system. There will also be TV monitors placed in classrooms for group instruction as part of this system. In addition, the Bristol Community College program has brought in video tape equipment and audio-visual tapes for use in conjunction with their training program. The Task Force strongly recommends the completion of the reading lab installations in other institutions by ABE, and they should be on a full-time basis.

6. The Department is working on obtaining certification of existing and planned educational courses under the Bristol Community College program. This should eventually result in a fully-integrated educational system, but obtaining certifications and approvals has proven to be a slow process.
7. This is in the nature of advice to instructors which the Department attempts to take into account as much as possible within an institutional setting. Generally, outside programs and new programs which have come in have placed much reliance on industrial and community support, which helps to make the course content realistic in that context.
8. The cooperation among Honeywell, Bristol Community College, and the STEP program, and many state agencies which bring in various kinds of programming activities, have made possible an integrated approach to business training. There continues to be more of this at Framingham, and the ultimate growth of clerk training in the male institutions will probably never be great. The need for clerks in local industry has diminished since this report was written.
9. This recommendation relates to No. 10 in that a community services coordinator is needed by the Department, especially to handle nighttime activities from the outside. The number of volunteers coming into MCI's is great, with hundreds of community people coming into the institutions every week.
10. Bristol has written ILS but received no reply; they will pursue this further, although this specific approach may not necessarily be ideal. Bristol has also investigated a number of other learning aids and is in the process of judging how its budget could best be allocated among them.
11. The need for this, if anything, has increased since the recommendation was made, because of the increased influx of youthful drug offenders. The Department has supported this recommendation consistently, but it has not yet been approved by the Department of Education. Legislation has been filed and made some progress this year to reduce the age from 19 to 18.

22. The Department has found that reducing the number of weeks required to obtain the GED from 40 down to as few as 6 at Concord, 8 at Norfolk, and 12 at Framingham has actually increased the number of inmates who successfully complete the course. Other attempts in other courses are made to provide immediate rewards, including banquets and certificates. The best incentives will probably be reduced sentences and earlier parole, which will require actions beyond the power of the Department.
23. Legislation has also been filed to implement this recommendation and is still being considered by the Legislature this year.
24. The "Case Manager" approach to coordinating all supportive services and examining individuals' characteristics and needs intensively is being developed in a working committee comprising Corrections, Parole, DES, Bristol, TDC, and Mass. Rehab. representatives. This concept will be proposed for Federal funding to assist in the reduction of caseload sizes and the provision of additional supportive services (needed both within the institution and on parole).

Resources

1. Good progress has been made in terms of new facilities, and the Concord building program includes substantial new space for education. A new building is being put up at Walpole under VocEd funding; new classrooms are being constructed in space that used to be allocated for prison industries at MCI-Norfolk.
2. Contacts have been made with the "University Without Walls" to consider the possibility of special instruction for inmates before release, tied to post-release continuation of their studies. The STEP program and the Bristol Community College both include provisions for placing qualified inmates in whatever institutions are within his community following release. On a wider basis, the New England Correctional Coordinating Committee is developing regional centers and transfer arrangements for inmates with special needs; however, the individual's reasons for being close to home usually are more important than any special educational needs.
3. As described in points above, considerable contacts have been made and funding developed from other agencies. The Department will need more coordination of the many agencies and new programs involved in Federal funding, and there is a proposal now being considered by the Governor's Committee for a joint corrections/parole program development, research, and planning group which could assist in coordination and development of such new programs.

4. The Department of Correction again received one-half the total budget of the Division of Library Extension, which funds were used to implement recommendations essentially along the lines presented here. The major priority at this time would be for a librarian at Concord, Norfolk and Walpole (which will help to qualify for further Federal funds).
5. Has been implemented. See No. 1.
6. Has been discussed earlier. It will require legislative action to provide for education release. The community resources have been identified and are ready to cooperate with such a program.
7. The Department has endorsed the concept of training tied to work experience within the institution, work release where possible, and follow-up by job development in the community in that skill area. This continuity of programming is being implemented wherever resources permit.
- 8, 9, and 10 have been answered earlier.
11. At Bridgewater the Special Education Department of Bridgewater State College gives credit to 32 students, working with the defective delinquent department, toward their degrees in both the undergraduate and graduate schools in special education. At Framingham approximately 10 students participate in classification and education activities over a period of several weeks, including living at the institution by some of them. At Concord there are always students from schools of psychology and social work who are participating with the counseling service on a part-time work basis. This also occurs at Norfolk and Walpole. The opportunities for expanding this program will be particularly great in community correctional centers which can be established near educational institutions and become centers for learning and research.
2. A number of research programs have been sponsored by various educational institutions which have sent students into the institutions to evaluate programs. These have generally not included follow-up studies in the community, which has always been a difficult and elusive research subject.
3. There is in Concord, Norfolk, and Walpole some form of inmate participation in educational planning and programs which could presumably be increased.
4. Some 15 interns from various colleges in the state work with the Department each summer and are placed in various institutions for a period of six weeks to gain experience related to their education. The same is true of the Northeastern Co-Op program which allows students to work alternately with their studies.

... have been discussed earlier.

There are inmate teachers in every institution, although their formal training for that role is not fully developed. This will have to be considered part of each training program depending on its particular requirements. In some programs (e.g., Honslow's computer programming) inmates not only assume a major instructional role but perform substantial amounts of professional work.

Personnel

Teaching and educational administrative staff are still decentralized, reporting to institutional superintendents with a functional responsibility to the Department's Supervisor of Education. This is unlikely to change in the near future.

Funding

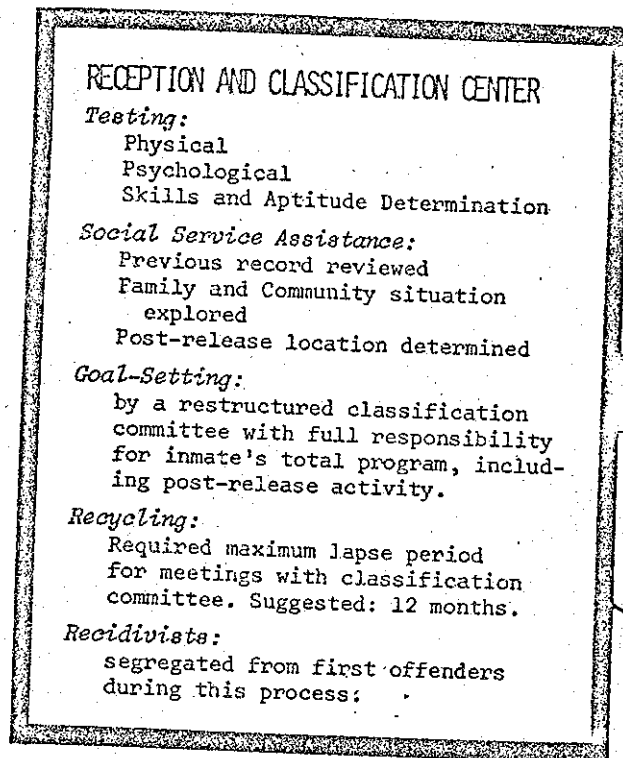
This is endorsed by the Department but has not yet been accepted by the legislature. The amount of funds available (per inmate) for education has substantially increased due to Federal funding, and is likely to increase somewhat more. After two or three more years, however, institutional programs are likely to drop in priority at the Federal level, and the kind of state commitment suggested by this recommendation will be much needed. No measurable progress has been made in that direction.

Some comments.

SUMMARY OF RECOMMENDATIONS

INDUSTRIES, CAREER FIELDS, AND SKILL TRAINING

INSTITUTIONAL UPGRADING AND INMATE REHABILITATION



HIGH RISK:
segregated

SICK: *segregated*

INHIBITORY FACTORS

*Hard Core
Number of Career Fields
Maintenance of Plant
Inadequate Laws
Cost Factor*

EXISTING INDUSTRIES: LIMITED POTENTIAL IN CIVILIAN LIFE

Inflow into these shops hopefully limited to those who fail to go from the segregated education program into the main pipeline, and to those who fail to go through the pipeline successfully.

CEMENT
LAUNDRY
SEWING
SHOES
SIGNS
TOBACCO

PLANT MAINTENANCE: *except where plant maintenance is part of career fields training. Care must be taken to prevent the problem of 'contamination' with those in training programs.*

Continuous counseling, and goal-setting here in hopes that some inmates can be transferred from these industries into the main pipeline.

HOPEFULLY

ON-SITE CAREER FIELDS: PRODUCTION AND TRAINING

Presently-existing industries with rehabilitative value: apprenticeship and training programs to be expanded with monies from revolving fund.

WELDING FURNITURE
FOUNDRY SHEET METAL
UPHOLSTRY PRINTING

Additional industries and training programs to be developed with revolving fund monies.

1. Electronics

COMPUTER PROGRAMMER
ELECTRONIC TECHNICIAN
OFFICE APPLIANCE SERVICEMAN
RADIO AND T.V. SERVICEMAN
HOUSEHOLD APPLIANCE SERVICEMAN
DRAFTING

2. Mechanical

AUTO MECHANIC
AUTOMOTIVE TECHNICIAN
MACHINE TOOL OPERATOR
MACHINE TOOL SET-UP MAN
MACHINE TOOL MAKERS
PLASTIC MOLD-MAKERS

3. Food Services

CHEF BAKER
COOK MEAT-CUTTER

4. Building Maintenance Career Fields

FLOOR COVERING TECHNICIAN
TILE LAYERS

*Segregated housing within the institution.
Eight-hour work day; emphasis on regular habits.
Industries run on job-shop basis.
Labor force in all but one shop must be stable.
Continuous support services and counseling.
Training is first priority; all other programs in the evening.*

RELEASE

OFF-SITE CAREER FIELDS AND TRAINING

Segregated housing within the institution.
Paid employment and training.

EDUCATIONAL RELEASE TO VOCATIONAL SCHOOL

PIPELINE

1. We strongly support the "Pipe-line" approach.

WORK RELEASE

2. Work Release should be expanded at once:
 - A. The number of inmates on Work Release should be doubled by July 1, 1971.
 - B. The number of eligible inmates involved should reach 1/4 of the total eligible inmate population by December 31, 1971, and expanded therefrom. A long range plan should be developed. The Legislature should pass enabling funds.
 - C. X % of the inmate's earning should be turned into the day work fund for room, board, and other expenses; not into the general fund as it is now!
 - D. Inexpensive facilities can be easily provided - e. g. as quonset type facilities (as described in a paper submitted to the Task Force on January 29, 1970, by Dr. Ronald B. Jackson - titled "A Prison Industries Action Proposal for Massachusetts").
 - E. It is recommended that work release be coordinated directly with skill training and career fields and that the inmates so involved be remunerated at the going rate in industry (to avoid the convict labor concept) and that an Advisory Committee (see recommendation #20) establish ground rules for directing a portion of the funds to the inmate's family for support to remove them from (or reduce the amount of) public assistance; and the remainder of which shall be placed into an inmate reserve fund (invested with his consent), to enable him to better adjust into the community environment upon release (parole, pardon, or otherwise).

TRAINING

3. Emphasis must be placed on both vocational and academic training, not on industrial production.

SKILL TRAINING

4. All inmates should be involved in skill training. None should be released without specific career preparation.

REVOLVING FUND

5. We recommend utilization of a revolving fund (in addition to the budgetary system now in effect) maintained from income derived from prison industries, protected by law, to be used exclusively to develop a reserve

SPACE UTILIZATION

6. We strongly urge that total space-utilization surveys be taken at all of the State correctional institutions.
They should:
 - A. Show what total space now exists, vacant and utilized.
 - B. Suggest conversion of available space for the programs discussed in these recommendations.

EDUCATIONAL RELEASE

7. We recommend immediate adoption of a bill providing Education Release for eligible inmates.

COORDINATION

8. Efforts to coordinate in-Institution Training (Pre-vocational) with Work Release and Educational Release should be planned and made; the relationship can be a most complementary one.

JOURNEYMAN STATUS

9. On-the-job training, whether inside the prison or out (Work Release) should provide the opportunity towards achieving qualified Journeyman status.

UPHOLSTERY AND OTHER CURRENT INDUSTRIES

10. We recommend that:
 - A. The number of men in Upholstery be increased; but do not expand the existing space.
 - B. The tobacco shop be eliminated and that the space be used for:
 1. Skill Training and preparation for career fields, and/or
 2. Education and guidance.
 - C. Cement production be eliminated, both pipes and posts.
 - D. Mattress production be eliminated.
 - E. Shoe-making be either updated or eliminated.
 - F. Printing be expanded for apprenticeship training and for industry.
 - G. Dress-out clothing for inmates be eliminated.
 - H. Laundry be continued only for the essential needs of inmates.
 - I. Furniture production be continued if updated to a full-scale industry providing apprenticeship training.

- J. Computer programming, sheet-metal, drafting, welding, and other industries and programs listed on the pipe-line chart (original Task Force Report) under "On-site career fields", and other Training Programs be continued and that the number of men involved be substantially increased.

ADDITIONAL RECOMMENDATIONS

11. We support the Department of Correction and the entitled Department of Educational Sub-Committee's proposal for occupational education (Corrections to Massachusetts Department of Education, Division of Occupational Education) concerning:
- A. Practical Nursing,
 - B. Dental laboratory technician,
 - C. Radio - television repair,
 - D. Drafting,
 - E. Appliance repair,
 - F. Machine Shop,
 - G. Machine tool operation,
 - H. Metal trades (combined),
 - I. Baker,
 - J. Cook/chef,
 - K. Typewriter repair,
 - L. Oil burner repair,
- and recommend that they be implemented no later than January 1, 1971.
12. We urge that an equitable distribution of programs among the various prisons be sought:
13. The skills of the inmates should be used in Maintenance, such as plumber, electrician, sheet metal worker, etc., and that inmates there and elsewhere be used as Instructors; and as Trainees who can acquire qualified journeyman status.
14. Skill surveys should be made of:
- A. correctional staff, including custodial, security and supervisory, so that they can be integrated into career development plans for advancement.
 - B. inmates, so that they can be best employed in the Pipe-line, as well as staff aides.

COST ACCOUNTING EVALUATION

15. A cost-accounting and analysis system should be developed for the total rehabilitation program.

PRE-RELEASE

16. We fully support the development of a Pre-Release Program.

PILOT RECEPTION CENTER

17. We strongly urge that a Pilot Reception Center be instituted to test and develop the Pipe-line System.
 - A. We further recommend that in the above Pilot Reception Center and in all correctional work, full use be made of governmental, non-profit, private, and volunteer agencies with similar goals.
18. Efforts should be made to secure federal monies as under the Manpower Development and Training Act, U.S.D.L. as it relates to Funding Programs for inmates under Section 251, from the Massachusetts Department of Vocational Education, the Department of Rehabilitation, the Division of Employment Security, and the other sources, in order to fund relevant programs immediately for the benefit of the inmate population.
19. Recognizing that the advice and cooperation of the Correction Commission Administration are paramount, we recommend that the Governor expand the Governor's Advisory Committee on Corrections to consist of inmates; (elected by the inmate population), expert professionals; correction officials including administrative, treatment, and custodial staff; and the public-at-large to implement the above goals in each institution. We are confident that working together they can succeed in accomplishing these tasks.
20. We urge that all of the above recommendations involve an inmate committee (selected by popular vote) from each institution to assist in planning, implementing, and evaluating the various programs recommended.
21. We urge that special efforts and attention be directed toward minority group inmates, especially, black and spanish-speaking, to afford an opportunity for them to acquire rehabilitation through counseling, vocational training, skill training and career development in all fields of operation without regard to race, color, creed, or national origin, in order for them to achieve equal opportunity in education, training and employment upon release from prison.

Industries, Career Fields, and Skill Training

1. As discussed earlier, this structure is in operation but will not be fully effective until (a) more case managers are available to coordinate services and follow-up on individual programming; (b) more training programs are funded; and (c) work experience inside, work release, and job development programs are tied to the training. While Federal funds are gradually filling these needs (through Bristol, DES, and private agencies), a state commitment to the new form of community-based corrections is the only permanent solution. This requires working closely with the Legislature, in which little progress has been made.
2. A new work release program (Federally funded) at Walpole will more than double the number of men in this status, but the $\frac{1}{4}$ figure will not be approached until community centers become a major focus of corrections. Facilities are less a need than staffing, supportive programs, and jobs where the men will live. The handling of earnings has not seemed a major problem for the men or the program.
3. The emphasis on vocational and academic training is a firm commitment of the Department of Correction but subject to appropriation by the legislature and Federal funding of training programs. The Department has endorsed the concept of linking industrial shops in the prisons to vocational training and ultimate job placement, in individual plans for each inmate. This will require, however, additional case managers to plan each individual program, many more alternatives in the vocational training field, and new resources from DES and Mass. Rehab. to arrange jobs and further training after release. The DES and MRC commitments are now being worked out in the "Working Agreement Committee" of the Joint Correctional Planning Commission, chaired by Mr. Dayton. This will help to define the position of employment counselor and opportunity developer funded under the DES proposal. Vocational education funds, however, have not proven adequate to cover the costs of administration, testing, and training in the Bristol Community College program. The number of new vocational training programs which can be funded under presently available monies is fewer than ten, with a total enrollment of less than ten percent of the inmate population. Once adequate vocational training and case worker supervision is available, all prison shops can be changed to represent work experience assignments for inmates as they are trained in their appropriate vocations.
4. The same comments as in Item 3 apply here. The summary of all Department of Correction programs, prepared by the Supervisor of Education's survey gives the best picture available of the number of vocationally related programs now available.
5. The revolving fund concept was proposed in the Governor's Correctional Industries message to the legislature last year and was defeated.

6. Renovation of space at Norfolk is nearly complete and will house all vocational programs now at the institution not tied to the industry there. This space is a large area above the institutional laundry. Requests have been made for the old powerhouse at Norfolk to house vocational classes which cannot be housed in the renovated space due to its not having a ground floor entrance.

Space has been made available at Framingham for vocational classes.

Plans have been made to erect a building at Walpole, but due to a lack of complete drawings, the status of this project is not known at this time.

7. Forestry camp legislation supported by local trade schools has been turned down two years running. There is still live educational release legislation pending this year.
8. This was discussed under Number 3 above.
9. The Mass. Department of Labor and Industries, Division of Apprentice Training has been most cooperative. However, understaffing in the foregoing Division makes it difficult to keep this long-standing project functioning efficiently. A meeting with the Division of Apprentice Training to upgrade apprenticeship in the printing program at MCIW was held July 10, 1971 at MCIW.
10. About one third of these recommendations are either accomplished or underway, and most of the rest will probably await some alternative use of the space, which again means more vocational training money.
11. The Bristol Program accepted the list proposed; however, due to changes in the employment situation implementation has not been attempted in most of the listed occupations. However, in the coming year, we hope to be able to introduce a course in Cook/Chef and to upgrade the Oil Burner Repair course, both at Norfolk.
12. There is now in operation a "Central Office Planning Group", chaired by the Commissioner and comprising the Directors of Treatment, the Deputy Commissioners, the Planning Director and others on an ad hoc basis. One of their responsibilities is to ensure an "equitable distribution" of programs among the MCI's. I do not know how to measure equitable; it would appear to me that they are about equally impoverished.

13. Perhaps half of the inmates involved in maintenance trades within the institutions do in fact learn useful skills that could be applied occupationally after release. There are, however, few organized training and placement programs attached to this work, and of course no real follow-up in the community. To organize such programs really requires almost the amount of attention needed to set up new vocational training programs. We agree that these represent particularly good opportunities for such programs and that they be given high priority.
14. A. The Correctional staff will be participating in a new "manpower development" program with probation and parole officers starting this fall under the auspices of JCPC. There is a considerable commitment on the part of the Governor's Committee on Law Enforcement to fund training and upgrading of correctional staff, and we feel that the Task Force recommendations will be fairly well implemented within a year or two.

B. It is the desire of the Bristol Program to use inmates as staff aids to the vocational teachers. As men finish the program, they may be retained as staff aids for the new classes.
15. Part of the "Summer Study" funded by JCPC and chaired by Bob Evans (Dr. Evans is chairman of the Economics Department at Brandeis and on the TDC Board) is to construct an economic model of a future correctional process. By the fall we will have reasonably good picture of total system cost elements under various new program assumptions.
16. The best opportunity for true pre-release programming will probably come with the community correctional centers. The most likely first prototype for such centers may be the Huntington Hotel, which is now for sale and being considered by a Task Force. It will take several years, however, before the legislature fully implements all the powers the Commissioner needs to get men properly reintegrated in the community, not to mention providing adequate budgetary support.
17. The pilot reception center is also seen as part of community-based corrections and would most likely be housed in a correctional center near a major university. Again, the Huntington Hotel is a possibility, although there may not be room for this along with other uses. There will be other opportunities, and certainly this is a very high priority issue in the Governor's Committee and most private and public agencies.
18. There are several Section 251 training programs now going on under the Division of Employment Security and VocEd. Expanding these has been somewhat difficult because of limited funds and a certain reluctance in the Division of Vocational Education to enter into new programs which they have not given high priority in their overall plan.

9. Vocational Committees are being set-up with inmate membership. First meeting of such a committee was held at MCIC on July 27, 1971.
10. The Advisory Board at MCI-Concord includes inmates and is now in its third year of fairly successful operation. Gradually the other institutions are moving in this direction, even at the county level. We are probably a long way from the real sense of the recommendation, however, and should note that even employees of the Department are not participating to any great extent in planning, implementing, and evaluating outside funded programs.
11. This was discussed in the earlier memo.